United Nations DP/CCF/SYR/2

Executive Board of the United Nations Development Programme and of the United Nations Population Fund

Distr.: General
30 November 2001

Original: English

First regular session 2002
28 January to 8 February 2002, New York
Item 3 of the provisional agenda
Country cooperation frameworks and related matters

Second country cooperation framework for the Syrian Arab Republic (2002-2006)

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01-67085 (E) 031201

Introduction

1. The Syrian Arab Republic has witnessed a long period of political stability and modest socio-economic achievements since the early 1970s. While notable progress has been made in the development of basic infrastructure, such as health, education and agriculture, the centralized economic management system, restrictions on the private sector, absence of hard currency, and lack of clarity and consistency in economic and development policies have denied the country significant economic growth. The new globalization drive, regional competitions for access to global markets and internal socio-economic challenges have also prompted a debate within the Government to initiate drastic reforms, both in political and economic spheres. Consensus has also been emerging within Syrian society and the Government that the country needs modernizing.

2. The first real wave of reforms began in 1991 with the passing of investment law number 10 intended to attract foreign and domestic investments by providing tax breaks and customs duty concessions. This trend was accelerated with the appointment of a new cabinet in March 2000 and coincided with the election of a new president in July. The country immediately embarked on a number of political, economic and administrative reforms ranging from greater freedom of the press, the release of political prisoners and unemployment reduction to the creation a climate attractive to private investment. Underlying these reforms are the cautious attempts by the Government to move from a centralized to a market-based economy.

3. The most drastic economic reform package came in the banking sector when the Government lifted restrictions on the establishment of private banks and the opening of a stock market. In a bid to attract more foreign capital, the Government also approved revisions to investment law number 10 and the currency exchange regime. The country also took some steps to renegotiate its foreign debt and concluded repayment agreements with Germany and the Islamic Republic of Iran, two of its major creditors. These moves were clearly intended to end government monopoly over the country's economic activities, attract foreign investment, boost the income of the government and facilitate the country's efforts to join the free Arab economic zone and to reach an association agreement with the European Union.

4. Despite the number of recent reforms, however, the realization and implementation of the reform process remain constrained by cumbersome and weak regulatory, legal and bureaucratic structures, all of which require some overhaul to support the economy. On the other hand, decentralization, the simplification of administrative and regulatory laws governing private investment, import and export, the modernization of the infrastructure and foreign debt pose major challenges to the country's reform drive to a market economy.

I. Development situation from a sustainable human development perspective

5. Despite these challenges, the country's socio-economic base has had a positive profile for much of the last decade. Real gross domestic product (GDP) growth has been on the rise (7.8 per cent in 1998) and inflation dropped -2.7 per cent in 1999 under tight control through price stability. Although real GDP per capita declined in 1998 to $1 092, it rose quite significantly in 1999 to $1 111. The change was mostly attributed to a rise in oil prices in 1999 and an increase in agricultural outputs, which was negatively affected by the drought in 1998. Over the years, the Syrian Arab Republic has maintained a trade surplus that doubled in 2000 over the previous year. Its revenue is highly dependent on oil exports, accounting for between 60 and 70 per cent of export earnings, followed by agricultural exports. High oil prices have enabled the Government to increase its expenditures in the fiscal budget for 2001 by 16.9 per cent. Much of the extra spending will be directed toward job creation and an increase in public-sector salaries.

6. In the social realm, the Government has consistently focused on people's well-being and the development of its human capital. Notable progress has been made in the provision of basic amenities (including health, education and social services). With a human development index of 0.700 in 1999, the Syrian Arab Republic ranked 97 out of a total of 162 countries, moving up from its previous position of 111 in 1998, according to the *Human Development Report 2001*. Recent demographic surveys indicate a sharp decline in the annual population growth rate from 3.3 per cent from 1994 to 1998 to 2.37 per cent in 1999. Life expectancy at birth rose from 49.8 years in 1960 to 70 in 2000. The infant mortality rate (per 1 000

births) dropped from 135 in 1960 to 24 in 2000. Total fertility rates declined nationally from 7.5 in 1978 to 3.7 in 2000. The enrolment ratio for primary education increased from 77.5 per cent in 1970 to 97 per cent in 1997 and adult literacy rose from 45.5 per cent in 1970 to 85.5 per cent in 1999. Underlying this performance were large investments in basic infrastructure, social facilities and rural development.

7. Despite these achievements, the country still faces many challenges as it continues to strive towards sustainable human development. Surveys suggest the existence of population groups whose living conditions need to be improved significantly. There is valid evidence that disparities still exist and that mortality, fertility and illiteracy rates are higher in rural areas, notably in the northern and north-eastern parts of the country. A 40.5 per cent population growth in the under 15-year-old age group, urbanization and high-fertility rate, especially in rural areas, present a key challenge for the country's economic development, which will pressure the labour market and lead to an increase in poverty levels. This situation will make the creation of a coherent and sound national population policy by the Government more than a necessity.

8. Looking at key indicators linked to measuring poverty, namely, access to adequate water and sanitation, electricity, health and education, the country stands favourably in the region and in its group of medium developing countries. There is still, however, insufficient data to measure the scope and nature of poverty in the country. This demands a thorough assessment and analysis of the situation and the development of a poverty-alleviation strategy at the national level.

9. The Syrian Arab Republic faces a serious challenge because the official unemployment rate rose from 4.8 per cent in 1981 to 9.5 per cent in 1999. Each year about 220 000 people, with varying degrees of education and skills, enter a labour market that does not offer sufficient job opportunities. This is coupled with a considerable increase in the size of the labour force (4.96 million in 1999 with an annual growth rate of 3.6 per cent), particularly among the young who also constitute the bulk of new job seekers. In November 2000, the cabinet approved a $1.1 billion budget package to tackle the unemployment problem by creating 440 000 new jobs in the next five years. The package was said to include a range of vocational training programmes and soft loans to help to start up small businesses. This falls short of the substantial demand placed on the labour market by new job seekers. Considerable investments will therefore be required to accommodate the growing demand for jobs and to improve the quality and skills needed to meet the challenges of globalization.

10. In preserving the country's environmental and scarce natural resources, considerable amount of work is needed to address the dangers of environmental degradations. Demographic expansion coupled with an intensification of irrigation schemes, urbanization and industrial activity will exert further pressure on the country's fragile environment and scarce resources – particularly water. Efforts need to be exerted to improve efficiency in energy consumption and to promote the utilization of renewable energy sources. The country, therefore, needs to become more cognizant of its environmental concerns as it embarks on the country's development process.

11. The constitution and other legislative texts assert gender equality. Women's position in society has evolved greatly in the past thirty years and compares favourably with that of other countries in the region. Great disparity, however, still remains with regard to women's participation in socio-economic activities, particularly in the area of employment opportunities and income generation. Illiteracy rates are higher among women who, in general, tend to have fewer employment opportunities and are overburdened with their dual role in the home and in society. The entry of women, especially more educated women, into the labour market needs to be further promoted through development programmes and policies. Investment in education at various levels should become better linked to perspective employment if it is to contribute to faster economic growth.

12. The industrial sector is facing different challenges related to developments in the world economy. The framework of industrial-sector development has been affected to a great extent by the globalization of production, emergence of new technologies, trade liberalization and high competition. Industrial enterprises, therefore, find themselves in a very disadvantageous situation in which their competitive potential is very weak and vulnerable to competition even in their own domestic markets. The country has accordingly been confronted with a need to formulate a new framework of industrialization. The Government needs to have clear vision and policies to meet this development objective.

13. The Syrian Arab Republic has always been preoccupied with people's welfare and with spreading the

benefits of economic growth to a wider segment of the population. The Government provides free education, basic healthcare, price subsidies and other services to improve incomes and reduce rural-urban disparities. Consolidating past achievements and sustaining a judicious balance between population, economy and environment nevertheless call for the articulation of specific sustainable human development strategies and objectives and their incorporation into development plans.

14. Government development policies will continue to harmonize population growth with economic capabilities. It will do so by improving the performance of the economy; enhancing the role of the industrial sector to enable the country's products to compete on international markets; increasing self-sufficiency; promoting exports to lower the deficit in the trade balance and generate foreign currency income; building up national capacities and acquiring advanced technologies; increasing the living and cultural standards of the population; expanding employment opportunities and social services; alleviating urban/rural disparities; and incorporating population and environmental issues into all development plans.

15. The new drive by the Government towards economic and political reforms creates good entry points from which the United Nations system can address the country's development challenges in close collaboration with its counterparts. It is in this context that UNDP will be able to assist the Government with its economic and institutional reforms, particularly in the area of information and communication technology (ICT).

II. Results and lessons of past cooperation

16. The country has not received a significant amount of official development assistance (ODA) in recent years. Net ODA increased considerably in the early 1990s to 5.6 per cent of GDP following the Gulf War, but it gradually declined reaching its lowest level of 1.2 per cent of GDP in 1999. Much of the aid in recent years has come from the European Union and other donors such as the European Commission, Italy, Spain, Sweden, Japan and the United Nations. The country has received only 1.2 per cent of the total European Union aid budget ($24.4 billion) between 1990 and 1998, for instance. As it embarks on various reform packages and as development challenges mount, the country's need for development assistance will also increase in the near future.

17. The first CCF addressed three broad areas of cooperation: (a) capacity-building for sustainable human development (SHD); (b) sustainable use of natural resources and environmental conservation; and (c) economic governance. Resources available for the sixth programming period included $9.9 million in core and $14.5 million in non-core, making a total of $23.6 million. In the same period, UNDP has approved $15.8 million in programming resources ($7.7 million core and $8.1 million non-core).

18. The midterm review of the programme held in July 2000 endorsed the relevance of the objectives of the CCF and concluded that the impact of UNDP support was noticeable in two key areas: poverty alleviation and environmental conservation. It focused on economic governance, which hitherto received less attention. In light of the new administration's emphasis on economic and administrative reform and a high degree of confidence in UNDP assistance, the new CCF will focus more intensely on governance and institution building.

19. The review also recommended that the CCF period be expanded by one year to harmonize it with those of other United Nations organizations. It also stressed the need to formulate a strategic development vision and capacity-building goals for strategic development programmes and their efficient administration at the government level. The need to link employment policies and programmes to the fight against rising unemployment, on the one hand, and vocational training, on the other, was also recommended by the report. It also highlighted support to current UNDP activities in community development through projects such as Jabal Al-Hoss, linking it with other programmes of United Nations organizations in the Healthy Villages and Badia region. The midterm review also underlined the achievements, shortcomings and lessons learned during the CCF period.

20. UNDP advocacy for poverty alleviation had a major bearing on the Government's acceptance of the poverty concept, which was previously absent from official government documents. This culminated in the publication of the national human development report (NHDR). The report, prepared by a team of national consultants, is the first national independent report that gives a comprehensive portrait of human development in the country from 1950 to 2000. During the CCF period, UNDP also launched the first integrated micro-finance project in the rural area of

Jabal Al-Hoss. The project has so far established 15 village funds for disbursement to the villagers and managed to mobilize indigenous resources for such purposes. The success of the project, though in pilot phase, has attracted the interest of other villagers, who seek participation in the scheme. One of the major achievements of the project has been the fundamental decline in the level of illegal loan provisions (with at times up to 80 per cent interest payment) to poor farmers.

21. In the area of environment, UNDP assisted the Government in the implementation of the Convention to Combat Desertification (CCD), the Convention on Biological Diversity (CBD), Agenda 21 and the Convention on Climate Change. As a result, UNDP and Global Environment Facility (GEF) programmes led to the development of a national environmental strategy and action plan (NESAP) and a national action plan to combat desertification. It has also taken a number of steps to strengthen national capacities, promulgating and enforcing legislation and establishing a database and strong inter-sectoral links.

22. In terms of project implementation, national execution picked up quite considerably over the previous period. From 32 operational projects during the previous period (1992 to 1996), only six were of national execution, whereas 10 out of 15 projects approved during 1997 to 2000 were nationally executed. As a result, national ownership of UNDP cooperation has been strengthened.

23. Successful efforts in the area of resource mobilization and cost recovery achieved remarkable results. The country office was able to mobilize 30 per cent more than what was targeted under the CCF, bringing the total amount from the initially targeted $16.5 million to $23.6 million. This was the result of an increase in GEF-funded projects and resources mobilized under programme and project cost-sharing. A joint State Planning Commission (SPC)-UNDP retreat led to the payment of a full Gloc by the Government at the end of 2000. Sixty per cent of the total cost incurred by UNDP in the provision of services to other United Nations organizations were recovered.

24. The role and contribution of UNDP in support of the resident coordinator functions was very instrumental, particularly in the development and revision of the common country assessment (CCA) and in its participation in the United Nations Development Assistance Framework (UNDAF) process. The country office has been an active participant in the four new thematic groups created by the country teams in 2000.

25. Despite these achievements, programme implementation during the first CCF experienced some difficulties that affected programme delivery in the last two years. The country office continued to encounter lengthy bureaucratic procedures in seeking approval for projects and implementations. In the absence of a clear and integrated national development plan, the country office continued to base its priorities on statements and speeches of high government officials and sectoral priorities identified by the respective technical departments. The death of the president and installation of a new government during 2000, including the head of the SPC, the organization's main counterpart agency, further hampered programme implementation.

26. Management of projects at the micro-level was affected by a high turnover rate of project personnel. Delays in approval of new projects and ad hoc requests for funding added further constraints to programme implementation. A key lesson learned is that UNDP will have to work closely with its counterpart ministries to enhance their knowledge and understanding of UNDP rules and regulations and information relating to programme implementation.

27. Within the framework of the CCF, the tangible benefits reaped by UNDP increased government attention and acceptance of the country's economic and development problems and prompted it to adopt a policy of openness toward the United Nations system. The policy of the new administration brought about greater public discussion of development issues and problems emphasizing economic reform, modernization and transparency. Such openness allowed the United Nations system to hold regular consultations and policy dialogues with the Government and to discuss national priority issues as a basis for the formulation of the next CCF. Through these consultations, the Government became more aware of UNDP strategic advantages, technical expertise and assistance capacity over other donors.

28. Drawing on lessons from the past, the next CCF needs to define the new priority areas better and initiate programme development through a participatory approach. UNDP needs to establish new partnerships and foster relationships with existing donors, research organizations and the private sector.

III. Objectives, programme areas and expected results

A. Poverty alleviation and sustainable livelihoods

Objective

29. The primary objective of UNDP in this area is to alleviate poverty and reduce vulnerability by promoting poverty-focused development initiatives at the national level. UNDP will support the Government in devising a policy map and strategies to tackle poverty issues in the country as called for by the priorities adopted by the People's Assembly in May 2000. UNDP assistance will also be aimed at promoting the livelihoods of the poor through strengthened self-organization and access to assets and resources by providing job opportunities to poor and disadvantaged people and by narrowing socio-economic disparities in the country.

Programme areas

30. *Developing a national poverty alleviation strategy*. Building on government recognition of the term "poverty" and lacking accurate information on the incidence and extent of poverty in the country, this programme will aim to establish a reliable statistical information base to understand poverty problems in the country better. In this context, a national poverty mapping exercise will be conducted to assess and analyze the extent and incidence of poverty both geographically and by gender. Based on the survey results, UNDP will further assist the Government to formulate a national action plan for poverty alleviation. The above initiatives will be strengthened by promoting public awareness and policy dialogue on poverty issues through the annual *Human Development Report* and through regional and national HDRs.

31. *Generation of employment.* Tackling unemployment and creating more jobs for an estimated 382 000 entrants to the job market is a recurrent theme highlighted in the new administration's development priorities. With 56 per cent of the population of working age (15 to 64) and a growth rate of 3.6 per cent in the labour force, serious investments are needed to generate more jobs. Building on the 1996 International Labour Organization (ILO) labour survey, UNDP will help the Government to develop a master plan for the formulation of labour and employment policies and an adequate monitoring system to measure the balance between supply and demand in the labour force. The results of the study to develop a national strategy for technical and vocational education and training (TVET) will be optimized by helping the Government to forge a link between vocational education and actual demand in the labour market. Facing the challenges of a competitive global market, the programme will also initiate selected training activities to upgrade the skills and profiles of the labour force.

32. Recognizing the importance of the tourism sector as an agent for creating productive employment, UNDP will tap into the existing income-generating skills within this sector, assisting the Ministry of Tourism in providing small entrepreneurs in this sector with access micro-credit schemes. Partnership with the private sector and the European Union will be sought to generate additional resources.

33. *Community development intervention.* UNDP assistance in rural community development was tested in a pilot project in the Jabal Al-Hoss area. As an extension of the project into the next CCF, UNDP intends to assist the Government to develop a distinct Syrian policy of sustainable poverty alleviation and equitable growth based on the cultural foundations of solidarity and self-help. An inter-linked dual strategy is suggested: (a) a top-down strategy enhancing the capacity of government institutions to activate and strengthen local self-help and self-reliance; and (b) a bottom-up strategy mobilizing civil institutions and local self-help organizations with their own savings and credit activities. The micro-finance project in Jabal Al-Hoss has been designed as the first test of such a strategy in one of the poorest areas of the country.

Expected results

34. It is expected that the above interventions will lead to the development of a national poverty-alleviation action plan and a comprehensive information base on poverty conditions in the country. A national HDR with a poverty focus will be launched. A master plan dealing with labour and employment policies and a monitoring system will be developed. The establishment of a TVET centre will help to

develop strong linkages between vocational education and training and the labour market. A project providing micro-credit to small entrepreneurs to promote local handicraft products within the tourism sector will be developed. The Jabal Al-Hoss project will be expanded into a second phase whereby a general policy framework for further expansion of the programme to other rural areas will be developed and the current financial institutions and their sustainability will be reviewed and assessed. The success of the programme will be measured by an increase in the number of village funds established at the end of the CCF period.

B. Sustainable use of natural resources and environmental conservation

Objective

35. The aim of the CCF will be to promote integration of sound environmental management with national development policies and programmes. It will support the protection and regeneration of the environment and access to natural resource assets on which poor people depend and will promote equity and burden-sharing in international cooperation to protect and enhance the global and regional environment. It will also help the concerned national institutions in implementing the various international environmental conventions and instruments within the context of SHD.

36. *Strengthening national capacity for environmental management.* UNDP support will focus on strengthening national and local capacities for the collection, analysis and dissemination of environmental information and statistics. It will also aim to strengthen institutional (technical and managerial) capacities of concerned government institutions to enforce environmental legislation, including the application of an environmental impact assessment.

37. *Support for the implementation of international conventions and agreements.* UNDP support will continue to focus on assisting the Government in implementing the various conventions which it has ratified, including the Convention to Combat Desertification, the Convention on Biological Diversity and the Convention on Climate Change. UNDP will work with GEF in providing assistance for the establishment of a replicable model of protected area management, as outlined in the Convention on Biological Diversity. UNDP will support the Government in mobilizing resources for implementing its national action plan, which is currently under preparation, under the Convention to Combat Desertification. In cooperation with the Office to Combat Desertification and Drought (UNSO), UNDP will provide support to the design and implementation of an integrated programme linking dry-land management to community development and poverty-alleviation interventions in vulnerable areas.

38. *Promoting sustainable management of energy and water.* UNDP support in this area will build on the results of a study on renewable energy. It will focus on introducing renewable energy to generate electricity to villages not connected to the national grid and for water pumping and desalination. The purpose of such interventions is twofold: (a) to promote the use of a source of energy that is environmentally friendly; and (b) to improve the living conditions of the poor, thus contributing to their sustainable livelihoods.

Expected results

39. An integrated water resources management (IWRM) plan, including both its financial and implementation strategies for one basin, was put in place and approved by the national water sector coordination committee. Renewable energy technologies were introduced on a pilot scale for at least 10 per cent of the Badia region. A system was set up to disseminate and update environmental information and statistics. At least 30 per cent of staff within the Ministry of Environment were trained on conducting environmental impact assessments. At least 30 per cent of staff at the Ministry of Environment and its subsidiary bodies and concerned authorities trained on means to introduce economic incentives to enforce environmental law. At least 25 per cent of local communities (especially in dry areas) are following more sustainable dry-land management practices and using sound irrigation (including the use of new irrigation technologies) and farming practices.

C. Institutional development and good governance

Objective

40. The ongoing reform process is intended to bring about greater accountability and efficiency in the public sector. These were the themes strongly underscored in the president's inaugural speech to the parliament in July 2000. As a result, the Ministry for Administrative Development was charged with developing appropriate strategies and tools for implementing the reform agenda. Recognizing the significance of such initiatives for promoting SHD concepts, the overall UNDP objective is to support and assist the Government in realizing its economic and public-sector reform that would lead to better policy formulations as well as efficiency and accountability in the public and private sectors. It will also promote awareness and policy dialogue on good governance and assist the Government in strengthening key institutions that would ultimately bring about policy options contributing to the overall goal of eradicating poverty.

Programme areas

41. *Promoting an enabling environment for good governance.* UNDP support in this area will concentrate on strengthening the institutional capacity of parliamentary structures, systems and processes through the use of information and communication technology (ICT) in a pilot scheme. The programme, in close partnership with academic institutions and other regional initiatives – such as technical cooperation among developing countries (TCDC) and the transfer of knowledge through expatriate nationals (TOKTEN) – will advocate policy dialogue, foster public awareness and provide best practices, guidelines and tools to promote reform and capacity development measures for the parliament and the judiciary branches of the Government. It will support the Government in gaining national ownership of the Millennium Summit declarations, which underpin the country's commitment to democratic governance and the rule of law.

42. Recognizing the fact that the Government is the largest user of ICT and provider of services to the public, it is imperative that an e-vision strategy be developed to bridge the digital divide between the Government and the public. UNDP will support the Government in this effort to develop a strategy and policy framework for e-government by assessing the current ICT state of affairs, changing the regulatory regimes affecting the introduction of ICT and inviting the participation of the private sector in the development of an information technology infrastructure.

43. *Improving and strengthening institutional capacities.* UNDP is committed to supporting the government agenda of administrative reform in the public sector. UNDP, therefore, will work to strengthen the capacity of the Ministry of Administrative Development (MoAD) to enable it to develop and implement a long-term strategy for administrative reform.

44. The outcome of the UNDP-SPC sponsored workshop, Economic Reform and Perspective Planning, in July 2000 and the preparatory assistance project on national prospective strategy for economic and social development have prepared the ground for the development of a long-term strategic development vision. The vision will provide the framework for the development of strategies and policy options to help the economy face critical internal, regional and global challenges. UNDP will assist the Government in the formulation of this vision by providing technical expertise and policy advice.

45. In realizing this objective and linking it with overseas development assistance, UNDP will provide support to improve effective government ownership of the mobilization and management of external resource flow. Assistance will also be provided to improve capacity of the Government to develop strategic development programmes based on national priorities and to consolidate statistical collection, analysis and dissemination through the use of ICT. Considerations will be given to experiences of other countries in the region as well.

46. Building on the outcome of an assessment and programme formulation mission on the industrial sector, conducted by the United Nations Industrial Development Organization (UNIDO) in May 2001, UNDP will support UNIDO proposals in implementing pilot programmes to improve the competitive position of the textile and leather sectors in local, regional and international markets. The aim is to facilitate their integration in the global value chain. Activities in this area will be closely coordinated and implemented with UNIDO under the South-South cooperation framework.

Expected results

47. By the end of the CCF period, it is expected that:

(a) UNDP advocacy and outreach initiatives will have broadened the dialogue on good governance and resulted in the establishment of a better information system and a web-site for the parliament;

(b) A strategic vision for the introduction of e-government will have been produced;

(c) The institutional capacity of the MoAD will have been increased through the establishment of an administrative development unit to implement its national administrative rehabilitation plan. The unit will serve as an umbrella of support for the implementation of the plan in other government ministries, will provide training for high-level managers and will improve human-resource capacity and policies;

(d) A comprehensive strategic development vision, Syria 2020, will have been created to serve as a master plan for all development assistance;

(e) The Government will be able to manage and coordinate external aid better through the establishment of an aid-coordination unit within SPC;

(f) A more reliable and comprehensive system of statistics will have been developed with the capacity to generate national and sub-national socio-economic indicators for use in national planning and assistance to the aid community; and

(g) The competitive position of textile and leather sectors will have been improved.

IV. Management arrangements

48. The last midterm review confirmed that national execution has outpaced considerably other modalities of programme execution in the past two programming periods. It is therefore recommended that national execution remain the preferred programming modality. While some inadequacies were reported by the midterm review in the implementation of nationally executed projects, efforts will be made to strengthen further the capacity of SPC, as a major partner, to ensure stability and efficiency in project management and implementation under national execution. Such capacity-building exercises will be carried out on a regular basis in the form of training and information dissemination to project managers and concerned staff of the line ministries and SPC. A presentation model has already been developed within UNDP on all aspects of programme management. The establishment of an operation unit within SPC will greatly contribute to this process.

49. Whereas national execution will be used as the main execution modality for programme implementation, UNDP will call upon the expertise of United Nations organizations to provide substantive backstopping, international expertise and procurement and training whenever necessary. Cooperation on joint programming with other United Nations organizations present in the country under UNDAF is also envisioned. Sub-regional resource facility (SURF) resources and best-practice modalities will also be tapped by the country office.

50. UNDP will continue to rely on skills and expertise available locally. Toward this effort, it will strengthen the capacity of local United Nations Volunteers (UNV) programmes and will increasingly utilize their services to enhance programme implementation.

51. It is also the intention of UNDP to facilitate and strengthen the transfer of knowledge and expertise of expatriate nationals through the TOKTEN programme. This will bring an added value in maximizing the impact of UNDP programmes in the country.

Monitoring, review and reporting

52. With the establishment of an aid coordination unit within SPC, UNDP and the Government will be able to continuously monitor and review progress and programme implementation under the CCF. This will be augmented through a triennial review undertaken at the end of the second year of the programming period. Following the harmonization of programming periods among UNDP, UNFPA and the United Nations Children's Fund (UNICEF) effective in 2002, a joint programme review will be undertaken by all three organizations in order to strengthen inter-agency cooperation in programme approach. The creation of a United Nations database on all ongoing projects envisaged under the resident coordinator annual plan for 2001 will further improve the ability of UNDP to monitor the impact of its programme and its relationship to other United Nations organizations operating in the country. Building on result-based

management tools, UNDP will use and update the existing evaluation plan to increase its monitoring and review of programmes and projects. The local project appraisal committee (PAC) mechanism that was used extensively in the sixth programming cycle and that proved very useful will be strengthened and expanded. Other informal mechanisms will include follow-up visits to project sites with donors.

Resource mobilization

53. UNDP will strengthen its existing partnership with the Government and continue to seek new ones with major donors, the private sector, civil-society organizations and academic institutions to mobilize additional resources for its programme implementation. As noted in the resource mobilization target table, UNDP will engage in an ambitious effort to mobilize additional resources to match its programme requirements and implementation during the CCF period. Building on its renewed partnership and cooperation with the Government, UNDP will seek government contributions to programme cost-sharing to match that of UNDP core resources. The UNDP strategy to mobilize additional resources from bilateral and multilateral donors will be at two levels. The first will focus on existing partnerships with donors, such as GEF, the World Bank, the European Union and the Japan International Cooperation Agency, embarking on projects that address mutual development concerns. At the second level, UNDP will attempt to tap on the significant resources available within the regional funding institutions. Two such institutions in particular, the Islamic Development Bank and the Arab Fund for Economic and Social Development, are keen to work in the Syrian Arab Republic where UNDP can be of assistance.

Annex

Resource mobilization target table for the Syrian Arab Republic (2002-2006)

Source	*Amount (In thousands of United States dollars)*	*Comments*
UNDP regular resources		
Estimated carry-over	1 519	Includes carry-over of TRAC 1, TRAC 2 and the AOS balance.
TRAC 1.1.1	3 952	Assigned immediately to country.
TRAC 1.1.2	0 to 66.7 per cent of TRAC 1.1.1	This range of percentages is presented for initial planning purposes only. The actual assignment will depend on the availability of high-quality programmes. Any increase in the range of percentages would also be subject to availability of resources.
SPPD/STS	423	
Subtotal	**5 894**[a]	
UNDP other resources		
Government cost-sharing	6 000	
Third-party cost-sharing	4 000	
Funds, trust funds and other	5 300	
	of which:	
GEF	5 300	
Subtotal	**15 300**	
Grand total	**21 194**[a]	

[a] Not inclusive of TRAC 1.1.2, which is allocated regionally for subsequent country application.
Abbreviations: AOS = administrative and operational services; GEF = Global Environment Facility;; SPPD = support for policy and programme development; STS = support for technical services; TRAC = target for resource assignment from the core.